

**Utah's Division of Child and Family Services**

# **Salt Lake Region Report**

## **Qualitative Case Review Findings**

**Reviews Conducted**

**October 21-24, 2013**

**December 2-5, 2013**

*A Report by*

*The Office of Services Review, Department of Human Services*

# **I. Introduction**

The FY2014 Salt Lake Region Qualitative Case Reviews (QCR's) were held the weeks of October 21-24, 2013 and December 2-5, 2013. Reviewers were selected from the Office of Services Review, the Division of Child and Family Services, community partners, and other interested parties. There was one out-of-state representative from the Annie E. Casey Foundation who participated as a reviewer. Reviewers also included individuals from the following in-state organizations and agencies:

- The Adoption Exchange
- Division of Substance Abuse and Mental Health
- Fostering Healthy Children
- Utah Foster Care Foundation
- Office of the Guardian ad Litem
- Office of the Assistant Attorney General
- Salt Lake County Youth Services
- Utah Youth Village

There were 50 cases randomly selected for the Salt Lake Region reviews (25 cases for each review). The selected cases included 40 foster care cases and 10 in-home cases. One in-home case was not scored because the mother and target child were not available for an interview. All six offices in the region had cases selected as part of the random sample, which included the Metro, Mid Towne, Oquirrh, South Towne, Transition to Adult Living (TAL), and Tooele offices. A certified lead reviewer and shadow reviewer were assigned to each case. Information was obtained through in-depth interviews with the child (if old enough to participate), his or her parents or other guardians, foster parents (if child was placed in foster care), caseworker, teacher, therapist, other service providers, and others having a significant role in the child's life. Additionally, the child's file, including prior CPS investigations and other available records, was reviewed.

Staff from the Office of Services Review met with region staff on February 12, 2014 in an exit conference to review the results of the region's QCR. Scores and data analysis were reviewed and discussed with the region.

## II. Stakeholder Observations

The results of the QCR should be considered within a broad context of local or regional interaction with community partners. Each year the Office of Service Review interviews key community stakeholders such as birth families, youth, foster parents, providers, representatives from the legal community, other community agencies, and DCFS staff. On November 18-19, 2013, OSR interviewed individuals and groups of DCFS staff and community partners. DCFS staff members who were interviewed included the Regional Director, region administrators, supervisors, caseworkers, and support staff. Community partners interviewed included guardians ad litem, assistant attorneys general, a judge, foster parents, school personnel, and other service providers. Strengths and opportunities for improvement were identified by the various groups of stakeholders as described below.

### **ASSISTANT ATTORNEYS GENERAL, GUARDIANS AD LITEM and JUDGE**

#### **Strengths**

There's improvement in finding permanency for older kids and looking for kin. There's been good success (adoption) on younger kids with difficult behavior. There seem to be fewer adoption disruptions.

DCFS has gotten much better the past five years. Their reports have been much better. Some workers need to write more, but there's been a big improvement in most reports.

Competency cases are going well. Evaluations are done on time. DCFS has been creative on what they're willing to do. The statute was good and there's been real improvement.

Nobody wants to take kids from their parents. Everybody wants reunification to happen. Without DCFS there would be a lot worse parenting in the community. DCFS does a great job protecting kids. DCFS is necessary. The workers' job is difficult and thankless.

There's been a push to have kids attend court hearings. The GAL's make more of an effort to get the kids involved in the legal process.

The Legislature has done a good job developing good child welfare statutes.

The Utah child welfare system is one of the best in the country.

#### **Improvement Opportunities**

Caseworkers should keep in mind that it's their case, and the attorneys work for them. The caseworkers should be making the decisions, not the attorneys. Sometimes the attorneys don't even talk to the caseworker.

The mental health delivery system is terribly disorganized. The providers each do something different and funding and insurance are nightmares. There are too many logistics to go through to get treatment. It's very difficult to maneuver the system.

SDM isn't individualized to the case. It's better to assess more often and use a variety of tools. The results of three or four tools should be combined to get the big picture. Sometimes it's hard to believe DCFS didn't remove the child based on what's in the petition. DCFS tries voluntary services too many times before they do a petition. There are seven or eight months of failed services before a child is removed. The cases that come to court now look worse than they used to, but that's because they come before the court later in the process than they used to. There's been an increase in removals that happen at court.

DCFS needs to realize that the "active efforts" standard is different on ICWA cases and the parenting standard is much lower. DCFS needs to know early on if the tribe is going to be involved.

How cases are approached depends on which DCFS team is handling the case. Judges see cases from different DCFS offices being handled differently and they see different levels of in-home and foster care services and intervention requested for the same family circumstances. There appears to be more variation than there used to be from office to office.

Timeliness of receiving the results of drug testing is still a problem. The confirmation tests have to go out of state, which causes the delay. As soon as the test is delayed, the worker assumes it will be dirty. Judges assume every delayed test is dirty.

Because proctor homes do their own licensing, there are proctor homes that wouldn't qualify as regular DCFS foster homes, yet they're licensed as proctor homes and receive higher compensation than foster homes. Proctor agencies don't address issues with proctor parents, so DCFS and GAL's have to hold proctor parents accountable. The same standards should be enforced for proctor, foster, and kinship homes.

## **PROVIDERS and COMMUNITY PARTNERS**

### **Strengths**

Child and Family Team Meetings have finally caught on. They're getting more invitations to participate in them. They get timely notification of meetings. They feel they can ask for a meeting and the worker will get one together. They talk about hard issue at the meetings.

Overall, DCFS working with the schools has improved dramatically. Kids used to be in the foster home a while before the school was notified. Now the school knows right away.

Kinship placements are on the rise. Kids don't automatically go to foster placements anymore.

More kids are achieving permanency, and they are achieving it more quickly. Kids don't stay with a provider for 12 months anymore. When the case has been open six to nine months, the workers really start looking for a permanent placement.

More adoptions are happening because of a grant for funding to do more searches and having a kinship specialist. The Adoption Exchange finds missing fathers, former teachers, etc. who become permanent homes for kids.

There's an upward trend in the quality of workers. Overall the experience of working with DCFS is great. The clinical consultants do a great job.

The regional director and associate director have been great about asking for feedback and asking how region administration can make things work better.

### **Improvement Opportunities**

Schools are still being left out of Child and Family Team Meetings. There's one provider that deliberately doesn't invite the schools.

There's no place for kids who need a higher level of care to go. Kids are left in shelter for 30 days waiting for a high level placement. There's a gap in services because residential services have been cut. DCFS only wants kids in residential placement for three to six months, but that's not long enough to treat them. If kids show one bit of progress or stability, DCFS wants them stepped down immediately. They get stepped down, then have to be placed right back in a residential placement.

The state contracts aren't as good a fit for the region's needs as the region contracts were. Contracts historically are delayed by six months by Bureau of Contract Management. Providers end up providing services they don't have a contract for until the contract is renewed. Providers have given DCFS feedback about this, but providers have never seen the changes implemented. The contract unit doesn't seem to understand what the providers keep saying year after year.

## **DCFS ADMINISTRATORS, SUPERVISORS, CASEWORKERS and SUPPORT STAFF**

### **Strengths**

When Structured Decision Making (SDM) is used appropriately and workers take the time to do it right, it works well. The tool takes away emotion and focuses the worker on facts and evidence. As a result of SDM, the region has seen a reduction in foster care cases. They've also used it in court to support recommendations to close cases.

The FIAT team is well utilized and workers rely on the information that comes from them. Judges feel the assessments and recommendations are excellent. There's more creativity in interventions and more community buy-in.

There are successful in-home cases where the children would have been removed in the past. Treatment is focused from the very beginning on giving the family what they need to keep the child at home.

Providers are more willing to go into the home and do services rather than requiring the family to come to the office.

They've had a push to engage fathers. Workers realize this isn't just a passing trend. Workers are getting more creative to find parents such as using Clear Search. The workers are seeing the value of looking at both sides of a family. It broadens the pool of available family members.

The immersions have been really helpful to get community buy-in, and they've helped partners see how families are impacted. As a result, partners have increased their commitment to families. Salt Lake Valley Region has done three immersions, and there's been so much interest they've had to turn people away every time.

The push for permanency has been good. They're using more resources such as the Adoption Exchange. They've been able to close cases they thought would never close. The TAL team has changed their view of permanency and the adoption rate has gone from 1% to 5% in six months.

There's been a big improvement in working with the Mexican consulate and finding kinship placement options in Mexico.

Workers are seeing the reason for teaming. They know it spreads ownership.

Workers have a better understanding of ICWA requirements. They're less fearful of ICWA cases and seem to know what to do with them.

Employee feedback from the DHS survey was good. Employees seem to be as content as they've ever been.

There are non-Medicaid contract providers, so there's someplace parents can get services now.

### **Improvement Opportunities**

The rollout of SDM was better than most rollouts, but there's still room for improvement. It isn't being implemented with the integrity and fidelity that was expected. The region needs more help from DCFS State Office. The tool needs to be used as intended, not just to reinforce what workers already think. Sometimes it's not clear how workers came to their conclusions. CPS workers are getting used to it, but permanency workers may not understand SDM or see how it relates to them. Some workers just wait until the end of the case to do the SDM.

All of the gaps in Practice Model Training are being left to individual supervisors and region trainers to fill. Workers aren't as ready to begin work. New workers are less trained than workers used to be at the end of training, and they seem lost for a longer period of time. They get theory in training, but they don't see how it relates to the job. New workers are frustrated when they get out in the field. The region preferred having training in the morning and field work in the afternoon. The state training team hasn't got the feedback they need from the region. They need feedback from the supervisors who have received recently trained workers. For a lot of regions the move to state training may have been a benefit, but for Salt Lake it was a step back.

There are waiting lists for services. If the child isn't in care, you have to rely on the family's insurance or Medicaid. Finding placements has become harder. Resources follow funding, and the funding is still in foster care.

The region doesn't know why there's been a change to everything having to be done statewide. It feels like the DCFS State Office is taking over everything (training, contracts, etc.). The region needs more services to support in-home cases, but they have to wait for the State Office to set them up rather than being able to move ahead on their own.

The CANS assessment isn't very helpful other than screening the level of care a child needs.

Placements are lacking at all levels of care. It's especially difficult to find a placement for juvenile sex offenders, a child being discharged from the State Hospital, etc.

There are no interpreters for refugees. The only language that they don't struggle to find interpreters for is Spanish. It's also hard to find services for refugees that can be provided in their native language.

Workers need raises and they need to be able to advance steps. Experienced workers make the same salary as the new workers they are training. They constantly have to train new people because workers are continually leaving DCFS.

Getting input from legal partners is a challenge. Some GAL's don't respond to email requests for input on major decisions. It's more the exception than the rule that AG's participate in teaming.

They've lost some really important mental health services that can't be duplicated such as parent-child therapy at Primary Children's Medical Center, residential placements, Cinnamon Hills, Provo Canyon, UNI, etc.

### **III. Child and Family Status, System Performance, Analysis, and Trends**

The QCR findings are presented in graphic form to help quantify the observations of the qualitative review. Graphs show a comparison of scores for past years' reviews with the current review. The graphs of the two broad domains of Child and Family Status and System Performance show the percent of cases in which the key indicators were judged to be "acceptable." A six-point rating scale is used to determine whether or not an indicator is judged to be acceptable. Reviewers scored each of the cases reviewed using this rating scale. The range of ratings is as follows:












- 1: Completely Unacceptable
- 2: Substantially Unacceptable
- 3: Partially Unacceptable
- 4: Minimally Acceptable
- 5: Substantially Acceptable
- 6: Optimal Status/Performance

Child and Family Status and System Performance are evaluated using 15 key indicators. Graphs presenting the overall scores for each domain are presented below. They are followed by graphs showing the distribution of scores for each indicator within each of the two domains.



## Child and Family Status Indicators

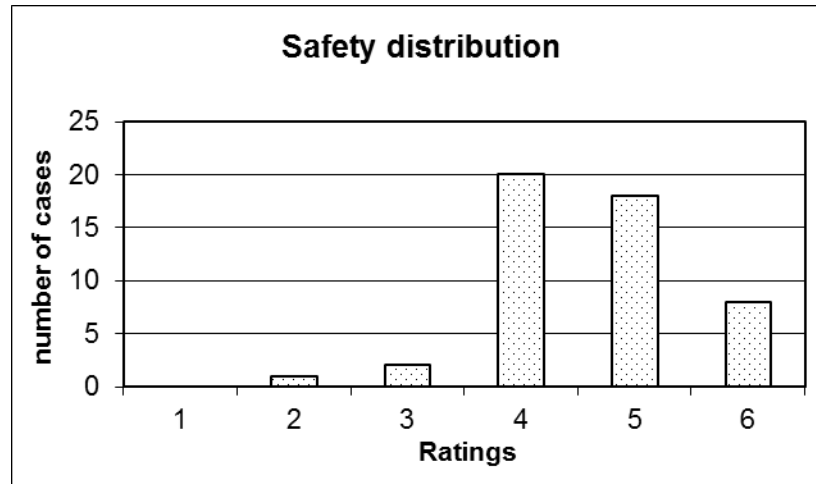
### Overall Status

Salt Lake Region Child Status	# of cases (+)	# of cases (-)	Standard: 70% on all indicators (except Safety Standard: Criteria 85% on overall score	FY10	FY11	FY12	FY13	FY14 Current Scores	Trends
<b>Safety</b>	46	3		90%	88%	90%	98%	<b>94%</b>	Decreased but above standard
Child Safe from Others	47	2		na	93%	100%	100%	<b>96%</b>	Decreased but above standard
Child Risk to Self or Others	47	2		na	92%	90%	98%	<b>96%</b>	Decreased but above standard
<b>Stability</b>	40	9		61%	88%	71%	76%	<b>82%</b>	Improved and above standard
Prospect for Permanence	29	20		58%	58%	59%	57%	<b>59%</b>	Improved but below standard
Health/Physical Well-being	49	0		99%	100%	98%	100%	<b>100%</b>	Status Quo and above standard
Emot./Behavioral Well-being	47	2		86%	88%	84%	92%	<b>96%</b>	Improved and above standard
Learning	43	6		88%	83%	94%	92%	<b>88%</b>	Decreased but above standard
Family Connections	18	4		na	na	81%	82%	<b>82%</b>	Decreased but above standard
Satisfaction	47	2		92%	90%	88%	94%	<b>96%</b>	Improved and above standard
<b>Overall Score</b>	<b>44</b>	<b>5</b>		<b>90%</b>	<b>88%</b>	<b>86%</b>	<b>94%</b>	<b>90%</b>	Decreased but above standard
0% 20% 40% 60% 80% 100%									

## Safety

**Summative Questions:** Is the child safe from manageable risks of harm (caused by others or by the child) in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Is the child free from unreasonable intimidation and fears at home and school?

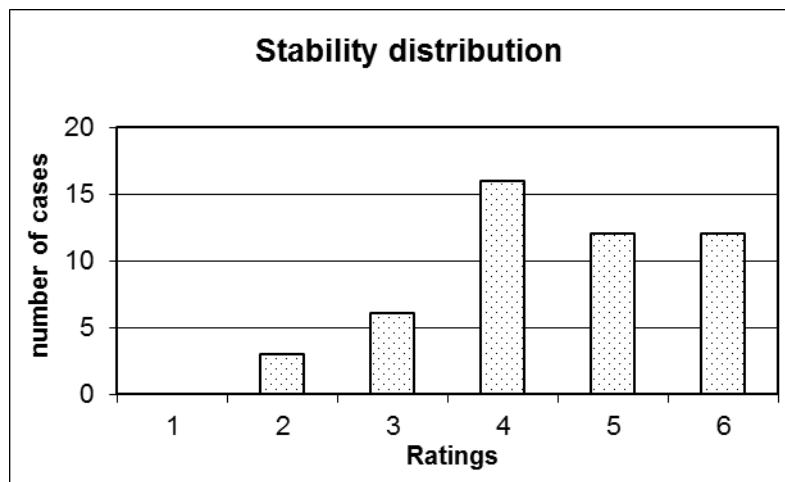
**Findings:** 94% of cases reviewed were in the acceptable range (4-6). This is a slight decrease from last year's score of 98% but still well above standard.



## Stability

**Summative Questions:** Are the child's daily living and learning arrangements stable and free from risk of disruption? If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

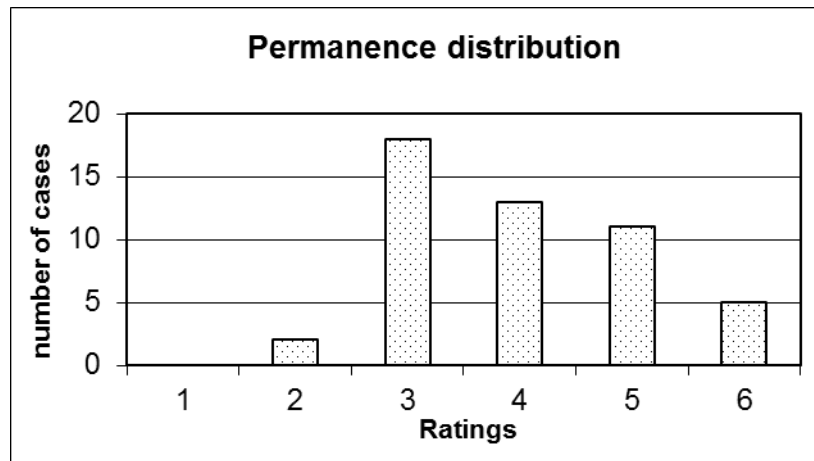
**Findings:** 82% of cases reviewed were in the acceptable range (4-6). This is an increase from last year's score of 76% and substantially above standard.



## Prospects for Permanence

**Summative Questions:** Is the child living in a home that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in enduring relationships that provide a sense of family, stability, and belonging?

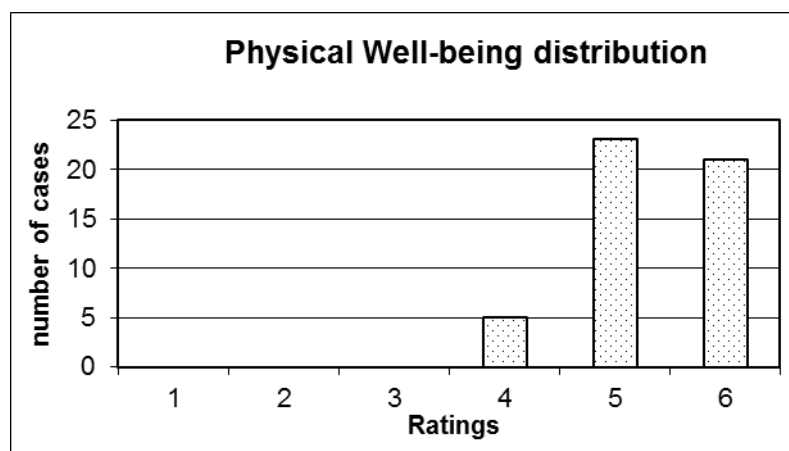
**Findings:** 59% of cases reviewed were within the acceptable range (4-6). This is a slight improvement from last year's score of 57%. The permanency score has been in the range of 57% to 59% for the past five years.



## Health/Physical Well-Being

**Summative Questions:** Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services, as needed?

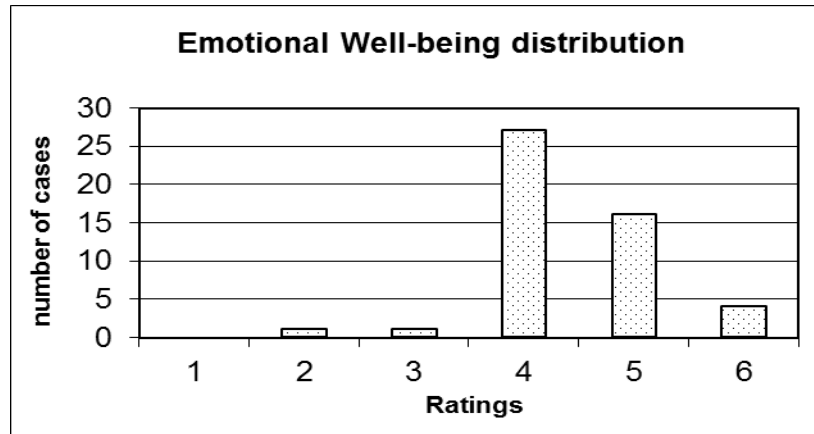
**Findings:** 100% of cases reviewed were in the acceptable range (4-6). This is identical to last year's score. This indicator has scored between 98% and 100% for the past five years.



## Emotional/Behavioral Well-Being

**Summative Questions:** Is the child doing well emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

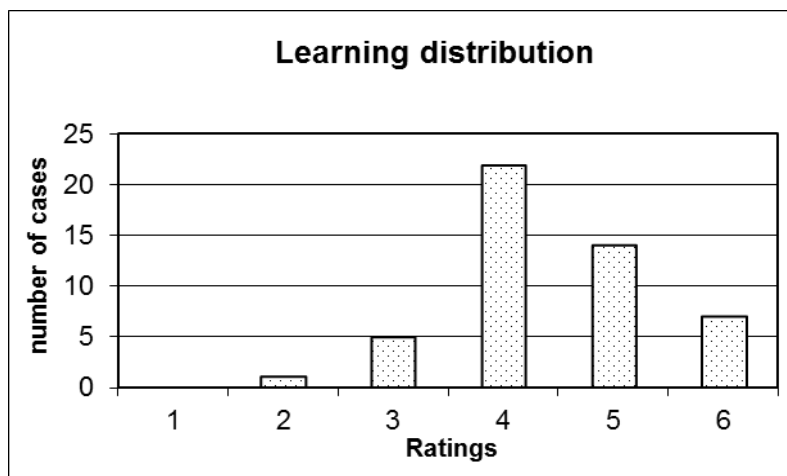
**Findings:** 96% of cases reviewed were within the acceptable range (4-6). This is a slight increase from last year's score of 92% and a significant increase from the prior year's score of 84%.



## Learning Progress

**Summative Question:** (For children age five and older.) Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/her age and ability? (Note: There is a supplementary scale used with children under the age of five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.)

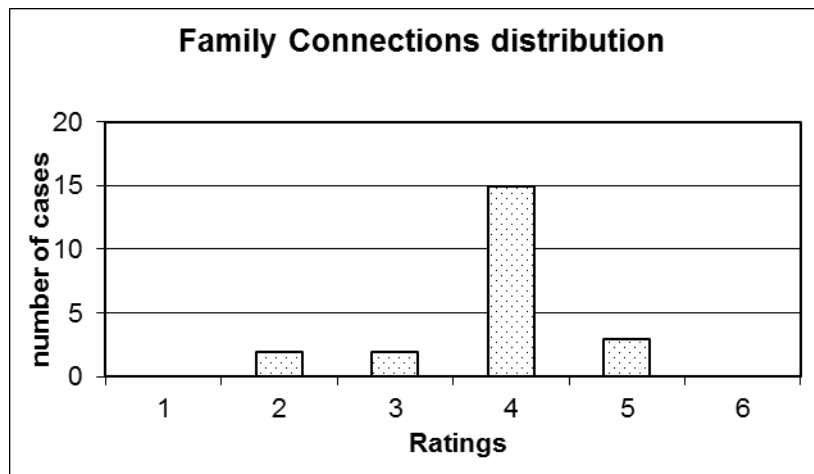
**Findings:** 88% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 92%.



## Family Connections

**Summative Question:** While the child and family are living apart, are family relationships and connections being maintained through appropriate visits and other connecting strategies, unless compelling reasons exist for keeping them apart?

**Findings:** 82% of cases scored acceptable on Family Connections. This was identical to last year's score. The scores for mothers and fathers this year were 84% and 71% respectively. Scores for both mothers and father increased this year from 69% and 65% last year. The score for siblings was only 60%; however, there were only five cases in the sample. The score for others was 100% based on two cases.



	# of cases (+)	# of cases (-)	FY14
Family Connections			
Overall Connections	18	4	82%
Siblings	3	2	60%
Mother	16	3	84%
Father	5	2	71%
Other	2	0	100%

## Satisfaction

**Summative Question:** Are the child, parent/guardian, and substitute caregiver satisfied with the supports and services they are receiving?

**Findings:** 96% of cases reviewed were within the acceptable range (4-6) on the overall Satisfaction score. This is a slight increase from last year's score of 94% and substantially above standard. Reviewers rated the satisfaction of children, mothers, fathers, and caregivers. Scores for the individual parties ranged from 97% for caregivers to 77% for mothers.

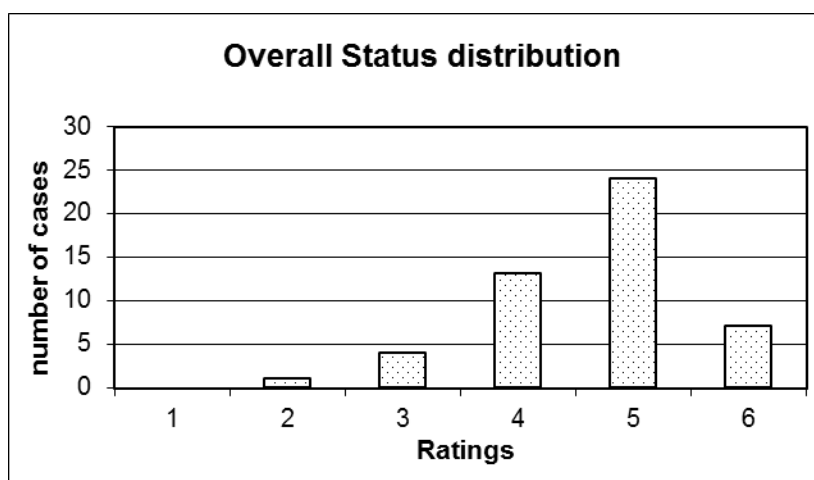


	# of cases (+)	# of cases (-)	
Satisfaction	(+)	(-)	FY14
Child	21	1	95%
Mother	20	6	77%
Father	9	2	82%
Caregiver	34	1	97%

## Overall Child and Family Status









**Summative Questions:** Based on the Qualitative Case Review scores determined for the Child and Family Status indicators, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the first seven status indicators (minus Satisfaction) must score acceptable in order for the Overall Score to be acceptable. A unique condition affects the rating of Overall Child and Family status in every case: The Safety indicator always acts as a “trump” so that the Overall Child and Family status rating cannot be acceptable unless the Safety indicator is also acceptable.

**Findings:** 90% of cases reviewed were within the acceptable range (4-6). The overall Child and Family Status score declined a little from last year’s score of 94% but is still above standard.



## System Performance Indicators

### Overall System

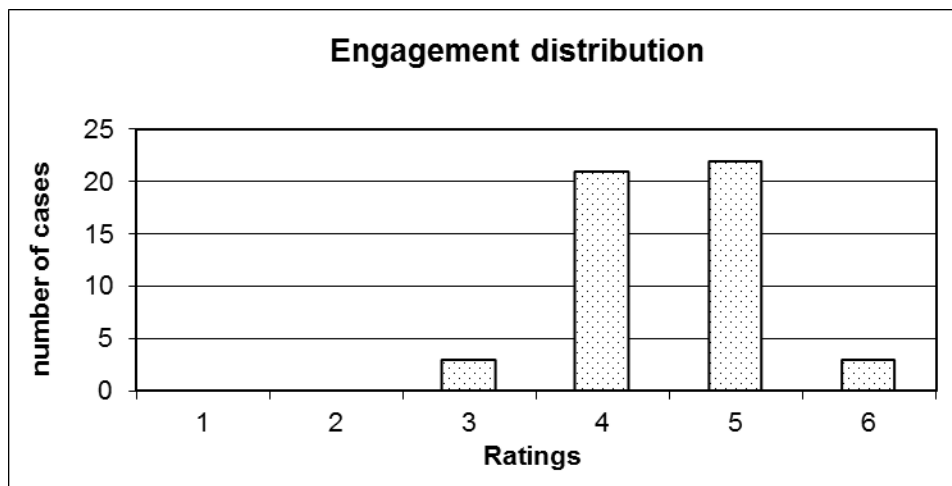
Salt Lake Region System Performance	# of cases (+)	# of cases (-)	Standard: 70% on all indicators	FY10	FY11	FY12	FY13	FY14 Current Scores	Trends
			Standard: 85% on overall score						
Engagement	46	3		86%	76%	94%	92%	94%	Improved and above standard
Teaming	36	13		79%	69%	65%	73%	73%	Status Quo and above standard
Assessment	38	11		72%	63%	82%	80%	78%	Decreased but above standard
Long-term View	36	13		65%	58%	73%	61%	73%	Improved and above standard
Child & Family Plan	40	9		69%	61%	65%	65%	82%	Improved and above standard
Intervention Adequacy	44	5		92%	85%	84%	88%	90%	Improved and above standard
Tracking & Adapting	47	2		86%	83%	88%	92%	96%	Improved and above standard
<b>Overall Score</b>	47	2		86%	83%	86%	88%	96%	Improved and above standard
0% 20% 40% 60% 80% 100%									



## Child and Family Engagement

**Summative Questions:** Are family members (parents, grandparents, and stepparents) or substitute caregivers active participants in the process by which service decisions are made about the child and family? Are parents/caregivers partners in planning, providing, and monitoring supports and services for the child? Is the child actively participating in decisions made about his/her future?

**Findings:** 94% of cases reviewed were within the acceptable range (4-6). This is a slight increase from last year's score of 92% and far above standard. Separate scores were given for child, mother, father and others. An overall score was then selected by the reviewer. There was a substantial improvement in the scores for mothers and fathers. Last year they scored 74% and 57% respectively. This year they rose to 91% and 88%.

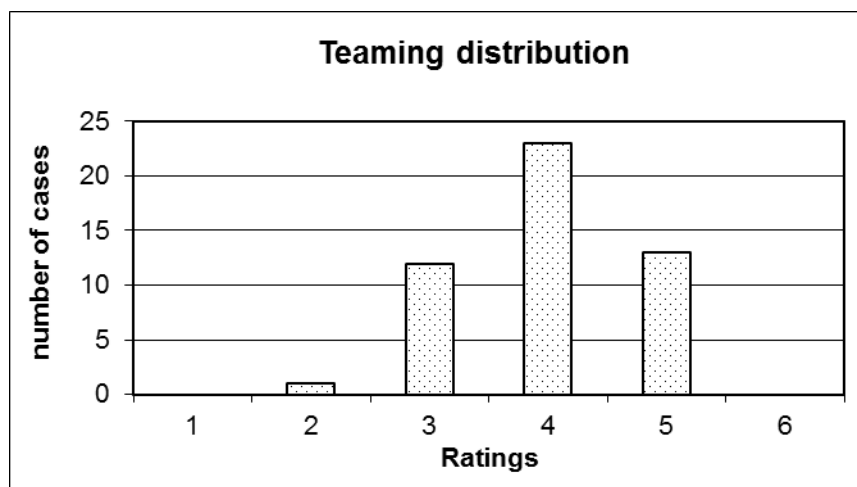


	# of cases	# of cases	
Engagement	(+)	(-)	FY14
Child	33	2	94%
Mother	29	3	91%
Father	15	2	88%
Other	19	2	90%

## Child and Family Teaming

**Summative Questions:** Do the people who provide services to the child/family function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination and continuity in the organization and provision of services across all interveners and service settings? Is there a single point of coordination and accountability for the assembly, delivery, and results of services provided for this child and family?

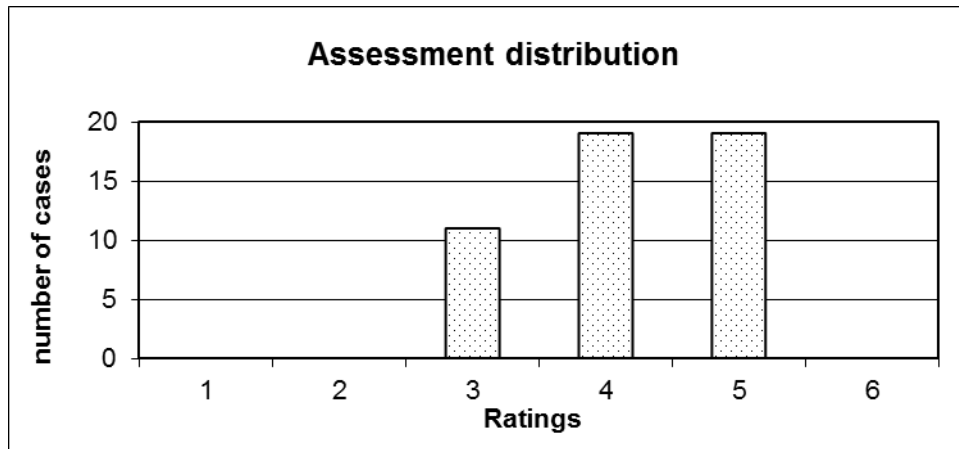
**Findings:** 73% of cases reviewed were within the acceptable range (4-6). This is identical to last year's score, and it is above standard for the second consecutive year.



## Child and Family Assessment

**Summative Questions:** Are the current, obvious and substantial strengths and needs of the child and family identified through existing assessments, both formal and informal, so that all interveners collectively have a “big picture” understanding of the child and family and how to provide effective services for them? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family, independent of agency supervision, or to obtain an independent and enduring home?

**Findings:** 78% of cases reviewed were in the acceptable range (4-6). This is a slight decrease from last year's score of 80% but well above the 70% standard. Individual scores were given for this indicator. The highest scores were the Caregiver and Child scores at 94%. The Mother and Father scores were substantially lower at 63% and 53% respectively; however, both of these scores increased from last year's scores of 57% and 42%.

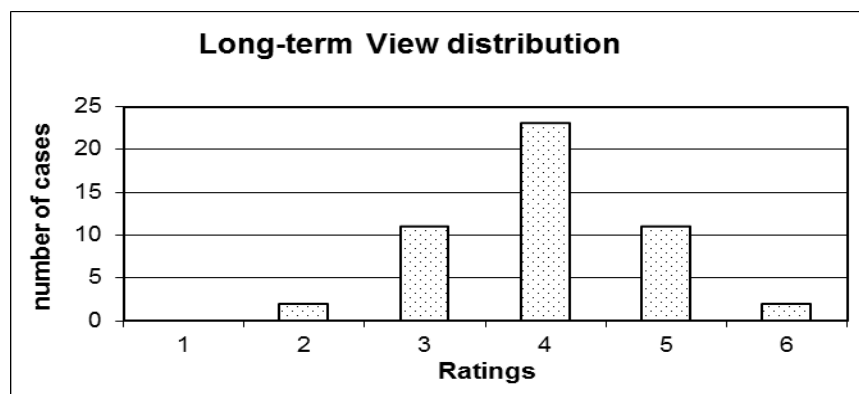


	# of cases	# of cases	
Assessment	(+)	(-)	FY14
Child	46	3	94%
Mother	20	12	63%
Father	9	8	53%
Caregiver	33	2	94%

## Long-Term View

**Summative Questions:** Is there an explicit plan for this child and family that should enable them to live safely and independent from the child welfare system? Does the plan provide direction and support for making smooth transitions across settings, providers and levels of service?

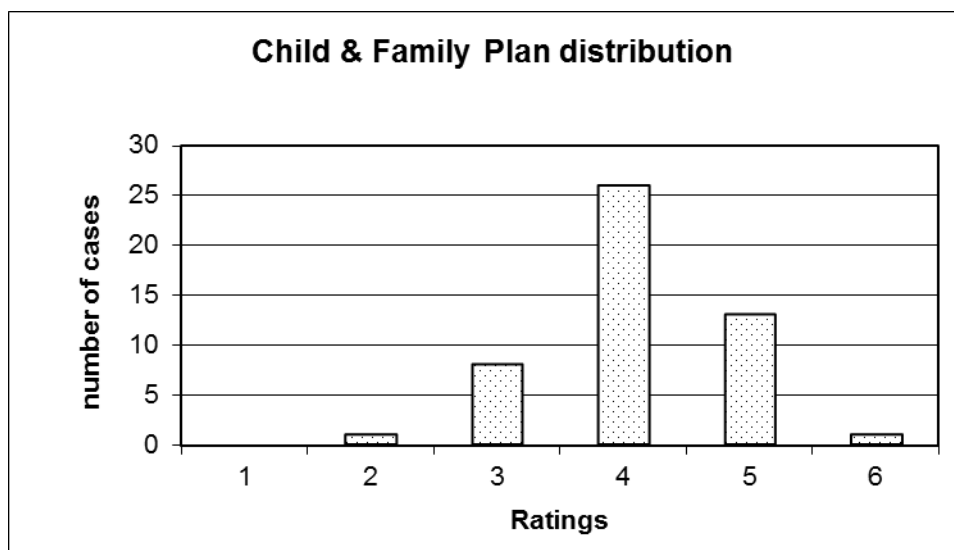
**Findings:** 73% of cases reviewed were within the acceptable range (4-6). This is a significant increase from last year's score of 61% and above standard.



## Child and Family Plan

**Summative Questions:** Is the Child and Family Plan individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

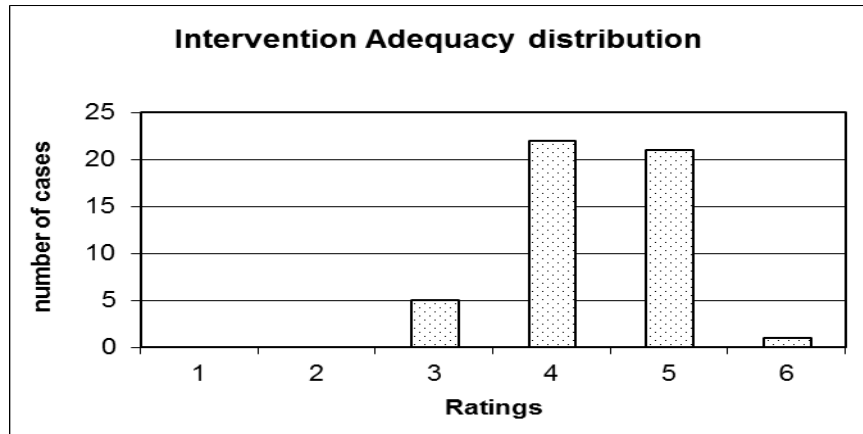
**Findings:** 82% of cases reviewed were within the acceptable range (4-6). This is a substantial increase from last year's score of 65%. This is a major accomplishment as this score has been below standard for the past four years.



## Intervention Adequacy

**Summative Questions:** Are the services and activities specified in the child and family plan 1) being implemented as planned, 2) delivered in a timely manner, and 3) at an appropriate level of intensity? Are the necessary supports, services and resources available to the child and family to meet the needs identified in the plan?

**Findings:** 90% of cases reviewed were within the acceptable range (4-6). This is a slight increase over last year's score of 88% and well above standard. This indicator was scored separately for Child, Mother, Father, and Caregiver. The scores for Child and Caregiver exceeded the Overall Score at 90% and 94% respectively. The score for Mother was substantially lower at 64% while the score for Father was 75%.

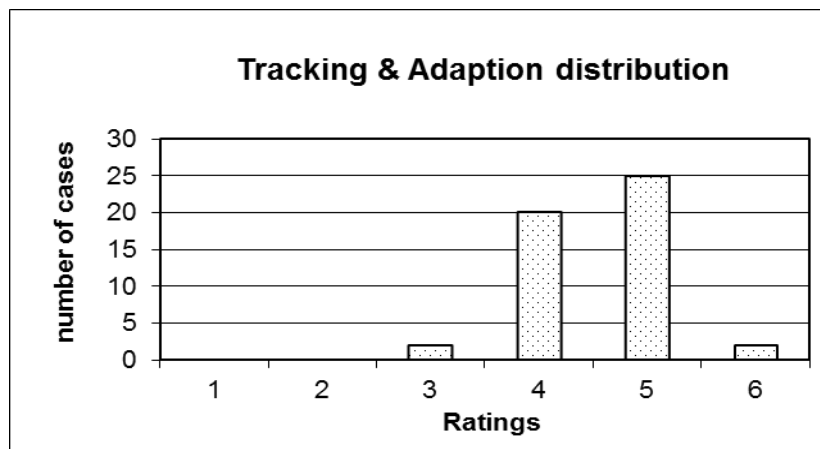


Intervention Adequacy	# of cases (+)	# of cases (-)	FY14
Child	44	5	90%
Mother	14	8	64%
Father	6	2	75%
Caregiver	33	2	94%

## Tracking and Adapting

**Summative Questions:** Are the child and family status, service process, and results routinely followed along and evaluated? Are services modified to respond to the changing needs of the child and family and to apply knowledge gained about service efforts and results to create a self-correcting service process?

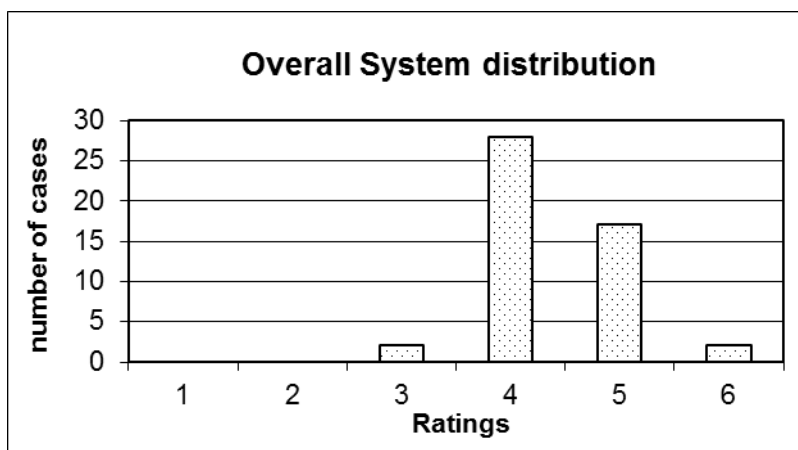
**Findings:** 96% of cases reviewed were in the acceptable range (4-6). This is an increase over last year's score of 92% and far above standard.



## Overall System Performance

**Summative Questions:** Based on the Qualitative Case Review scores determined for System Performance indicators, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the seven system performance indicators must score acceptable in order for the overall score to be acceptable.

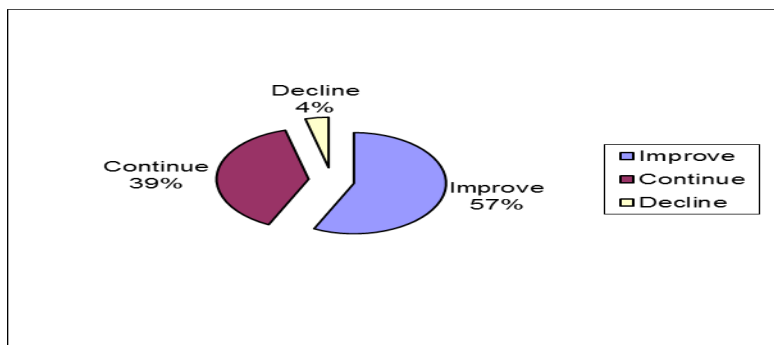
**Findings:** 96% of cases reviewed were within the acceptable range (4-6). The Overall System Performance score increased from last year's score of 88% and is substantially above standard.



## Status Forecast

One additional measure of case status is the reviewers' prognosis of the child and family's likely status in the next six months, given the current level of system performance. Reviewers respond to this question: "Based on current DCFS involvement for this child, family, and caregiver, is the child's overall status likely to improve, stay about the same, or decline over the next six months?"

Of the 49 cases reviewed, 57% (28 cases) anticipated an improvement in family status over the next six months. In 39% (19) of the cases, family status was likely to stay about the same. There were two cases where the reviewers believed that the case would decline over the next six months.



## Outcome Matrix

The display below presents a matrix analysis of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:

- Outcome 1: child and family status acceptable, system performance acceptable
- Outcome 2: child and family status unacceptable, system performance acceptable
- Outcome 3: child and family status acceptable, system performance unacceptable
- Outcome 4: child and family status unacceptable, system performance unacceptable

The desired result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often either unusually resilient or resourceful children and families, or children and families who have some “champion” or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well (these children and families would fall in Outcome 2).

The outcome matrix for children and families reviewed during the Salt Lake Region review indicates that 86% of the cases had acceptable ratings on both Child Status and System Performance. This is a slight improvement from last year’s outcome of 84%. There were no cases that rated unacceptable on both child status and system performance.

	Favorable Status of Child	Unfavorable Status of Child	
<b>Acceptable System Performance</b>	<b>Outcome 1</b> Good status for the child, agency services presently acceptable.  n= 42 86%	<b>Outcome 2</b> Poor status for the child, agency services minimally acceptable but limited in reach or efficacy.  n= 5 10%	96%
<b>Unacceptable System Performance</b>	<b>Outcome 3</b> Good status for the child, agency Mixed or presently unacceptable.  n= 2 4%	<b>Outcome 4</b> Poor status for the child, agency presently unacceptable.  n= 0 0%	4%
	90%	10%	

## V. Analysis of the Data

### RESULTS BY CASE TYPE

The following tables compare how the different Case Types performed on some key child status and core system performance indicators. There were two Family Preservation (PFP) cases in the sample. There was one PSC case in the sample; however, it was not scored because neither the target child nor the mother could be interviewed. The court ordered In-Home cases (PSS) scored 100% on Overall Child Status, and scored just above standard on Overall System Performance (86%). Approximately half of the PSS cases had unacceptable scores on Teaming, Assessment, and Planning (43%, 57%, and 43% respectively). Foster Care cases scored an impressive 93% on Child Status and scored better than PSS cases on Overall System Performance (98% versus 86%).

Case Type		# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Foster Care	SCF	40	98%	58%	93%	95%	80%	80%	73%	88%	90%	100%	98%
In-Home	PSS	7	100%	57%	100%	86%	43%	57%	71%	43%	100%	86%	86%
In-Home	PSC	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
In-Home	PFP	2	50%	100%	50%	100%	50%	100%	100%	100%	50%	50%	100%

Case Type	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
SCF	40	80%	58%	93%	98%
In-Home	9	89%	67%	89%	89%

### Delinquency Cases

Collection of demographic information regarding cases included in the case sample includes the question, “Did the child come into services due to delinquency instead of abuse and neglect?” Nine of the 49 cases reviewed (18%) were reported to have entered services due to delinquency rather than abuse or neglect. This percentage is identical to last year’s percentage.

The following table compares how cases identified as Delinquency cases and Non-Delinquency cases performed on Stability, Permanency, Overall Child Status, and Overall System Performance. Delinquency cases had substantially poorer outcomes in Stability and Permanency, and they scored lower on Overall Child Status and Overall System Performance.



Case Type	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
Delinquency	9	67%	56%	78%	89%
Non-Delinquency	40	85%	60%	95%	98%

## RESULTS BY PERMANENCY GOAL

The following table compares how the different Permanency Goals performed on some key child status and core system performance indicators. There were six different Permanency Goal types represented in the case sample. Prospects for Permanence scored highest on cases with the goal of Adoption. The Prospects for Permanence score was below standard on Individualized Permanency, Remain Home, and Reunification cases. Overall System Performance was above standard on every case type.

Permanency Goal	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Adoption	12	100%	83%	100%	92%	75%	100%	92%	83%	100%	100%	100%
Guardianship (Non-Rel)	2	100%	0%	100%	100%	50%	100%	0%	50%	100%	100%	100%
Guardianship (Relative)	1	100%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Individualized Perm.	7	100%	29%	71%	100%	100%	71%	71%	100%	86%	100%	100%
Remain Home	9	89%	67%	89%	89%	44%	67%	78%	56%	89%	78%	89%
Reunification	18	94%	61%	94%	94%	78%	67%	67%	89%	83%	100%	94%

## RESULTS BY CASEWORKER DEMOGRAPHICS

### Caseload

The following table compares how different caseload sizes performed on some key child status and core system performance indicators. Caseloads in the sample were divided into two categories: caseloads of 16 cases or less and caseloads of 17 cases or more. Of the workers in the sample, 44 out of 49 (90%) had caseloads of 16 cases or less. Regardless of caseload, all workers performed exceptionally well on Overall Child Status and Overall System Performance.

Caseload Size	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
16 cases or less	44	93%	55%	89%	93%	75%	84%	73%	80%	86%	95%	95%
17 cases or more	5	100%	80%	100%	100%	60%	20%	80%	100%	100%	100%	100%

## Worker Experience

The following table compares how Length of Employment as a caseworker impacts performance. Eleven workers were new this year, and nine workers were hired the previous year. Forty-one percent of workers (20 workers) had less than two years of experience. All categories of work experience scored above standard on Overall System Performance and all but one group scored above standard on Overall Child Status.

Length of Employment in Current Position	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Less than 12 months	11	100%	64%	91%	91%	64%	73%	82%	73%	91%	91%	91%
12 to 24 months	9	89%	56%	89%	89%	67%	78%	67%	67%	89%	89%	89%
24 to 36 months	5	100%	60%	100%	80%	80%	100%	80%	100%	100%	100%	100%
36 to 48 months	4	100%	75%	100%	100%	75%	100%	75%	75%	100%	100%	100%
48 to 60 months	3	100%	67%	100%	100%	67%	33%	33%	100%	67%	100%	100%
60 to 72 months	5	100%	60%	100%	100%	80%	60%	100%	100%	100%	100%	100%
More than 72 months	12	92%	50%	83%	100%	83%	83%	67%	83%	83%	100%	100%

## RESULTS BY OFFICE

The following table compares how different region offices performed on some key child status and system performance indicators. Cases from all six offices in the Salt Lake Region were selected as part of the sample. The Metro, Mid Towne, South Towne, Tooele and Oquirrh offices were above standard on Overall Child Status. All but the Tooele office were above standard on Overall System Performance.

Office	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Metro	14	86%	64%	86%	93%	64%	71%	86%	79%	79%	86%	93%
Mid Towne	8	100%	75%	100%	100%	50%	88%	75%	75%	100%	100%	100%
South Towne	8	100%	50%	100%	88%	75%	88%	63%	75%	88%	100%	100%
TAL	9	89%	33%	67%	89%	89%	56%	67%	100%	78%	100%	89%
Tooele	3	100%	100%	100%	67%	67%	33%	67%	67%	100%	67%	67%
Oquirrh	8	100%	50%	100%	100%	88%	100%	63%	75%	100%	100%	100%

## RESULTS BY AGE

OSR looked at the effect of age on Stability, Permanency, Overall Child Status, and Overall System Performance. The scores on Stability and Permanency were highest for the youngest children. They were lowest for teens age 16 and older.

Age	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
0-5 years	16	88%	81%	100%	100%
6-12 years	13	92%	69%	100%	92%
13-15 years	10	80%	40%	90%	100%
16 + years	10	60%	30%	70%	90%

## SYSTEM CORE INDICATORS

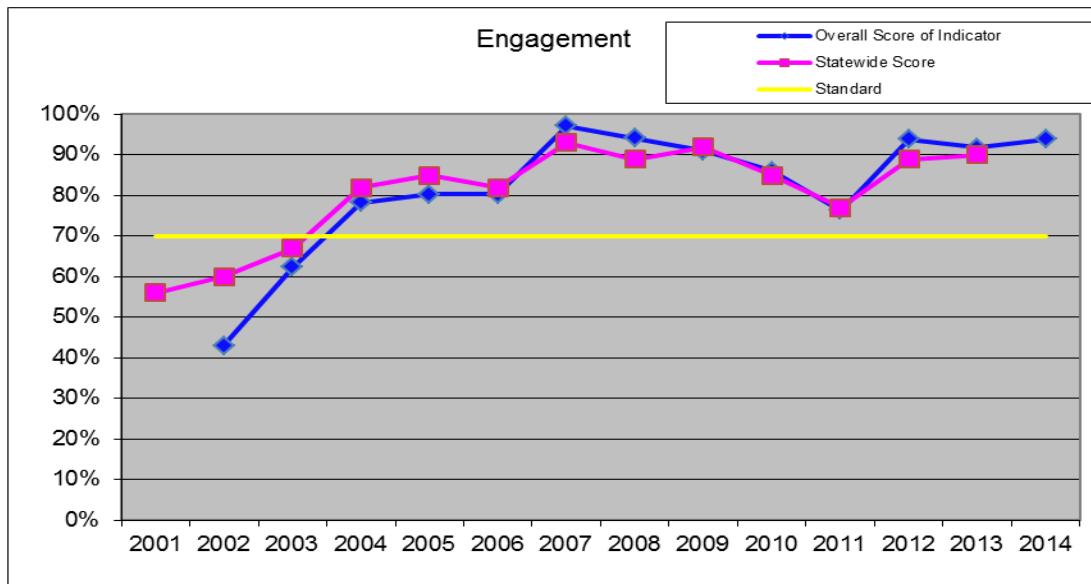
Below is data for all system indicators (Engagement, Teaming, Assessment, Long-term View, Child and Family Plan, Intervention Adequacy, and Tracking and Adaptation) over the last 13 years showing how the ratings of 1 (completely unacceptable), 2 (substantially unacceptable), 3 (partially unacceptable), 4 (minimally acceptable), 5 (substantially acceptable) and 6 (optimal) are trending within each indicator. The first chart for each indicator in the section below is an average of the scores for that indicator. The next chart and line graph represent the percentage of the indicator that scored within the acceptable range. The most ideal trend would be to see an increase in the average score of the indicator along with an increase in the percentage score. Statewide scores for FY2014 will not be available until the end of the year and therefore do not appear in the tables or charts.

There was a slight decline this year for the Assessment score (80% to 78%). However, scores slightly improved in Engagement, Intervention Adequacy and Tracking and Adapting, and substantially improved in Long-term View and Child and Family Plan. There was a 12-point increase for Long-term View (61% to 73%) and a 17-point increase in the Child and Family Plan score (65% to 82%). The Teaming score was identical to last year's score (73%).

### Child and Family Engagement

There were slight improvements in both the average and percentage scores for Engagement. The percentage score exceeded the statewide average last year.

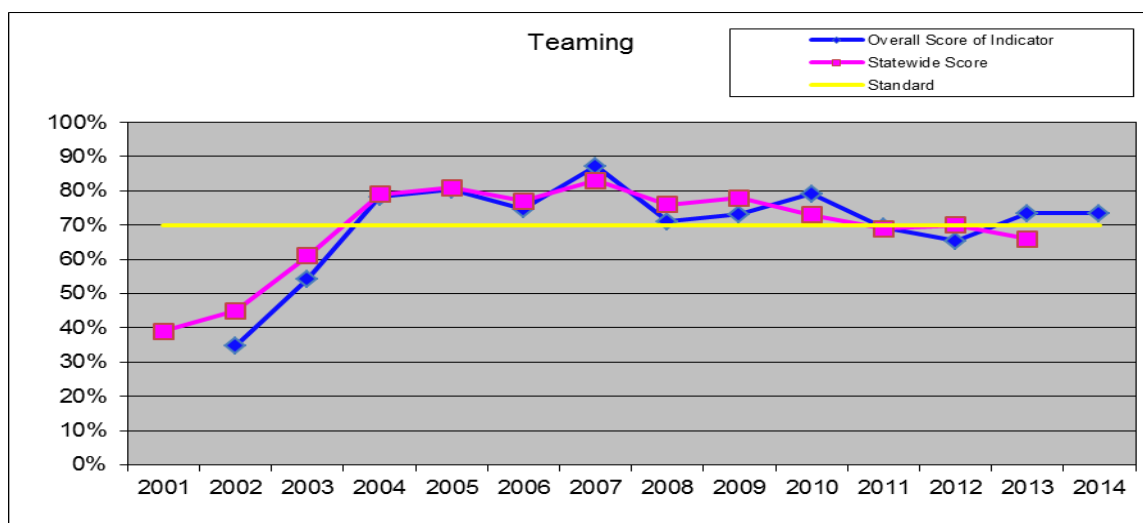
Engagement														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator		3.35	3.67	4.33	4.32	4.37	4.57	4.36	4.36	4.39	4.21	4.41	4.49	4.51
Overall Score of Indicator		43%	62%	78%	80%	80%	97%	94%	91%	86%	76%	94%	92%	94%
Statewide Score	56%	60%	67%	82%	85%	82%	93%	89%	92%	85%	77%	89%	90%	



### Child and Family Team and Coordination

The Teaming score has been above standard for two years. The percentage score remained the same while the average score declined a little. The region score exceeded last year's statewide score.

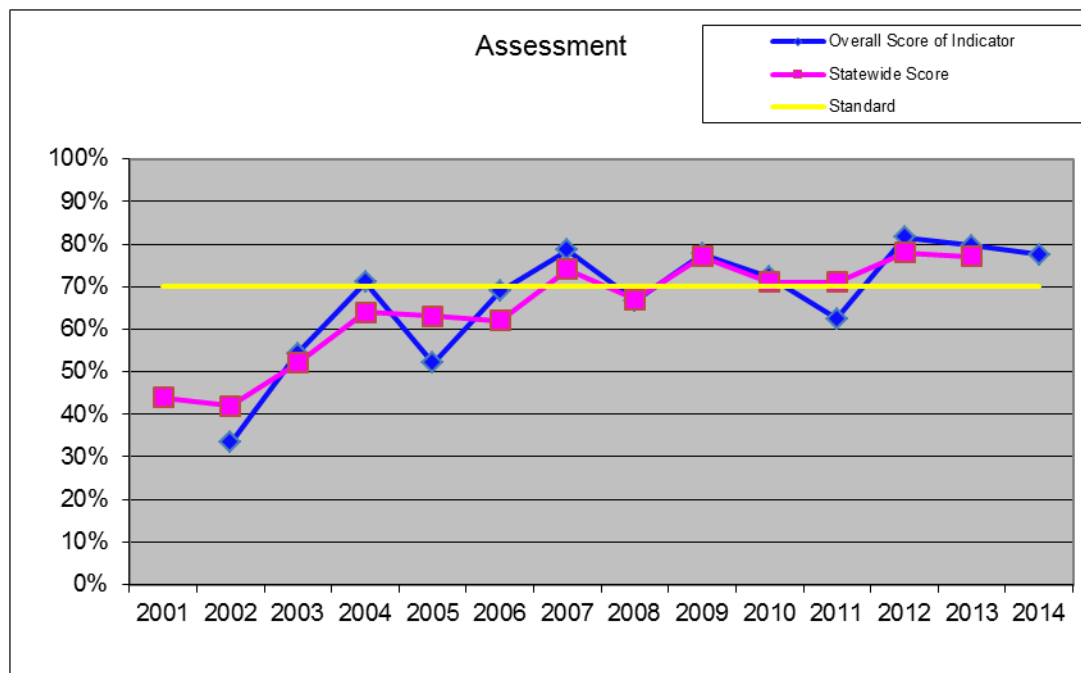
Teaming														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator		3.06	3.64	4.22	4.25	4.03	4.33	3.96	4.07	4.17	4.06	3.98	4.08	3.98
Overall Score of Indicator		35%	54%	78%	80%	75%	87%	71%	73%	79%	69%	65%	73%	73%
Statewide Score	39%	45%	61%	79%	81%	77%	83%	76%	78%	73%	69%	70%	66%	



### Child and Family Assessment

As indicated in the line chart below, the Assessment indicator experienced a slight decrease in the percentage score; however, the average score improved. The region score exceeded the statewide score for last year.

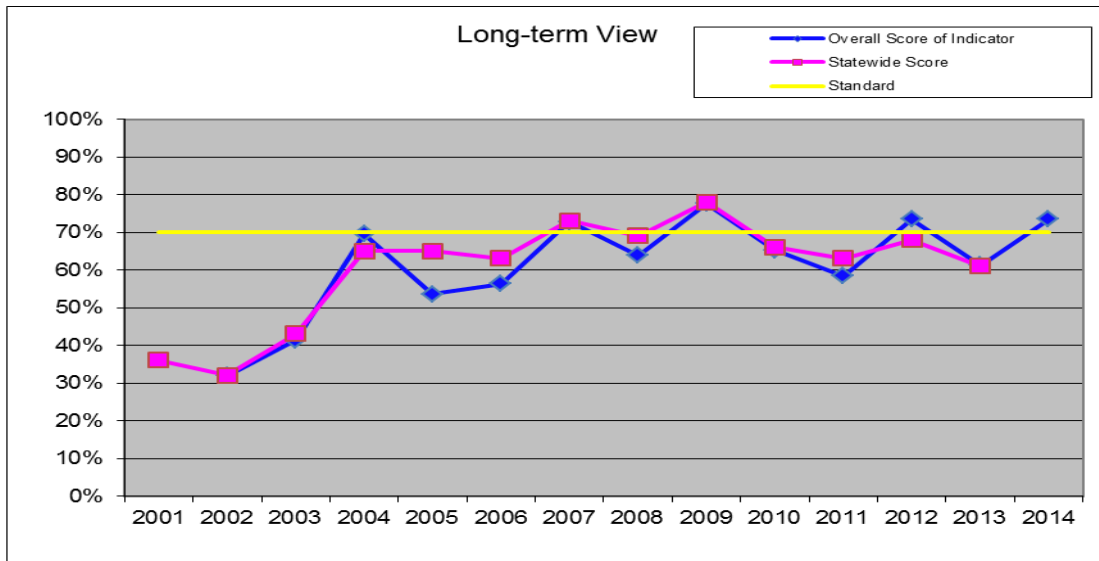
Assessment														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator		3.07	3.53	4.03	3.72	3.85	4.14	3.86	4.07	4.04	3.85	4.00	4.06	4.16
Overall Score of Indicator		33%	54%	71%	52%	69%	79%	67%	78%	72%	63%	82%	80%	78%
Statewide Score	44%	42%	52%	64%	63%	62%	74%	67%	77%	71%	71%	78%	77%	



## Long-Term View

The Long-term View indicator rebounded from the below standard score of 61% last year to 73% this year. There was a corresponding improvement in the average score. The percentage score significantly exceeded the state score last year.

Long-Term View														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator		2.88	3.30	4.00	3.70	3.76	4.00	3.96	4.07	3.90	3.72	3.92	3.88	4.00
Overall Score of Indicator		32%	41%	70%	54%	56%	73%	64%	78%	65%	58%	73%	61%	73%
Statewide Score	36%	32%	43%	65%	65%	63%	73%	69%	78%	66%	63%	68%	61%	



## Child and Family Plan

The Child and Family Plan score substantially increased from 65% last year to 82% this year. The average score also increased. The region's score of 82% was substantially higher than the state's score of 70%.

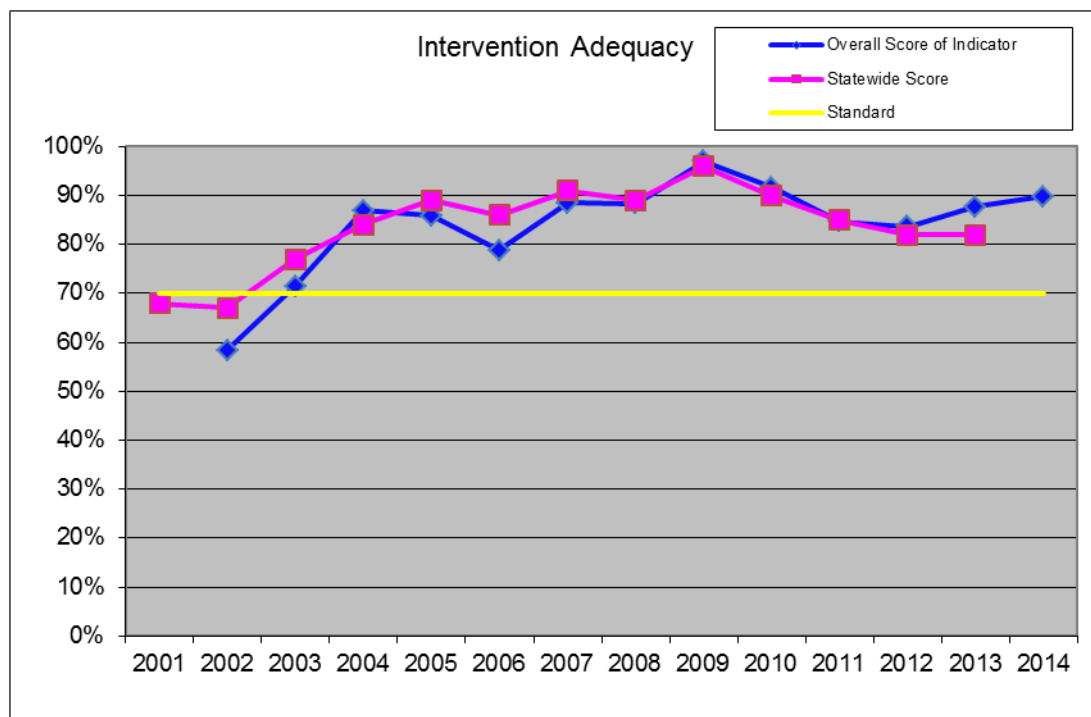
Child and Family Plan														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator		3.35	3.53	4.09	3.99	3.96	4.36	3.93	4.03	3.97	3.78	3.78	3.88	4.10
Overall Score of Indicator		43%	60%	75%	72%	68%	93%	71%	72%	69%	61%	65%	65%	82%
Statewide Score	42%	52%	62%	72%	76%	75%	88%	78%	78%	72%	62%	67%	70%	



## Intervention Adequacy

Intervention Adequacy showed a slight improvement in the percentage score and a slight decline in the average score. The region score also exceeded last year's statewide score.

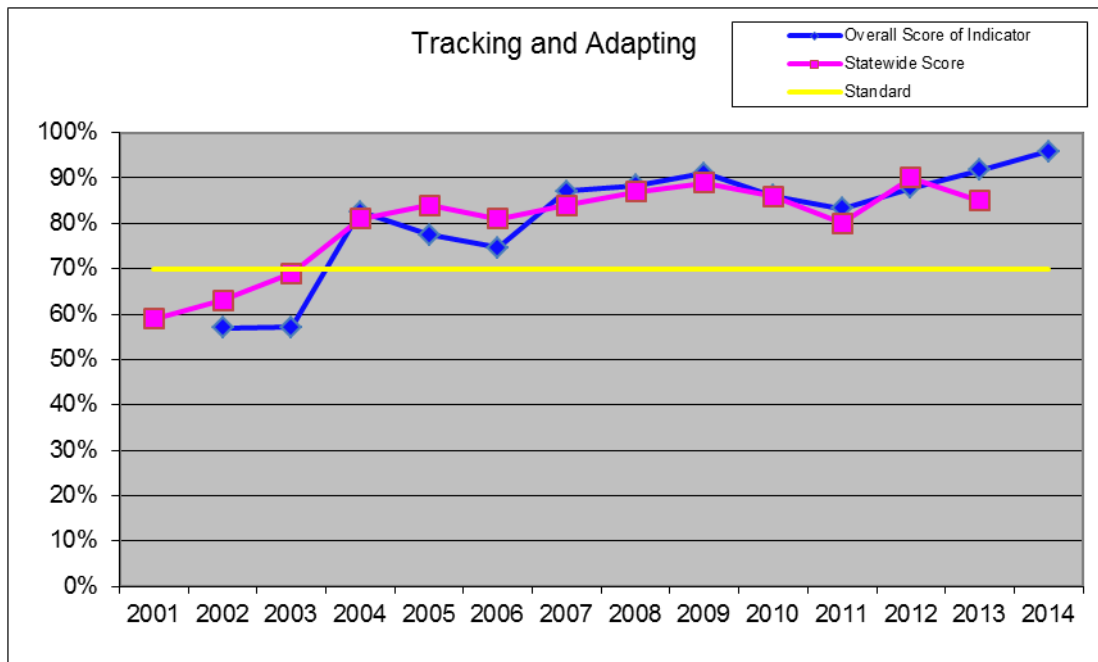
Intervention Adequacy														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator		3.60	3.96	4.48	4.45	4.21	4.54	4.42	4.52	4.49	4.40	4.18	4.41	4.37
Overall Score of Indicator		58%	71%	87%	86%	79%	89%	88%	97%	92%	85%	84%	88%	90%
Statewide Score	68%	67%	77%	84%	89%	86%	91%	89%	96%	90%	85%	82%	82%	



## Tracking and Adapting

The Tracking and Adapting scores also showed slight improvement in the percentage score with a slight decline in the average score. The region score exceeded the state score.

Tracking and Adaptation														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator		3.72	3.86	4.48	4.28	4.18	4.50	4.39	4.57	4.50	4.39	4.49	4.61	4.55
Overall Score of Indicator		57%	57%	83%	77%	75%	87%	88%	91%	86%	83%	88%	92%	96%
Statewide Score	59%	63%	69%	81%	84%	81%	84%	87%	89%	86%	80%	90%	85%	





## **V. Summary and Recommendations**

### **Summary**

During the FY2014 Salt Lake Region Qualitative Case Review (QCR), numerous strengths were identified about child welfare practice in the Salt Lake Region. It is clear that there is significant commitment and hard work devoted to ensuring the safety and well-being of the children and families.

The Region exceeded the 85% standard for Overall Child Status with a score of 90%. Three cases had an unacceptable score on Safety, resulting in a Safety score of 94%. Six of the other seven Child Status indicators scored above the 70% standard with scores ranging from 82% on Stability and Learning to 100% on Health/Physical Well-being. Prospects for Permanence continued to be the most challenging status indicator as it scored below 60% for the fifth year in a row. The Safety score (94%) exceeded the Overall Child Status score (90%), meaning two of the cases had unacceptable status on a majority of indicators other than Safety.

Salt Lake Region reversed the two-year downward trend on Overall System Performance two years ago (86%), improved last year (88%), and improved much further this year (96%). Scores were above standard on all seven of the System Performance indicators. There was substantial improvement in the Long-term View score (61% to 73%) and the Child and Family Plan score (65% to 82%). The Teaming score was identical to last year's score (73%). Scores on five System Performance indicators improved (Engagement, Long-term View, Child and Family Plan, Intervention Adequacy, and Tracking and Adapting). Because the region exceeded the standard on every system indicator, they will not be required to craft an improvement plan.

### **Recommendations**

It is recommended that the Salt Lake Region use the 50 case stories as part of their ongoing effort to improve the services they provide to children and families. The case stories could be used to help sustain performance that is above standard and elevate performance that is below standard. Review of the case stories in which the indicators scored substantially well or optimal could be used as examples in an effort to help duplicate great work. Careful review of the case stories regarding the circumstances that resulted in the unacceptable ratings could be beneficial in formulating training opportunities or specific strategies to address those challenges.

1. Because Permanency was the only indicator that fell below standard, the region may choose to focus efforts on how permanency might be achieved for more children, especially those who have been in care beyond a year.
2. Although the overall score was above standard on assessment, the scores for Mother and Father were both below standard at 63% and 53% respectively. The region may choose to focus on the assessment of mothers and fathers in an effort to raise those scores to the range the scores are in for children and caregivers (94% for both).